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14 DEC 1972

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MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

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SUBJECT: Personnel Reduction

1. The Agency has been instructed to reduce its staff strength positions from our present ceiling by 30 June 1974.

2. Last Spring, at the time of the FY 1974 program review, each Deputy was asked to identify where he would make a five percent cut from the numbers then under consideration. Each produced a cut list, although not all of them met the five percent criteria; in some cases, the reductions offered were highly infeasible.

3. We must now again re-evaluate our staffing situation. The Agency is already committed to the position that a cut can be made without causing a political flap, any serious disruption of our work, or affect on the viability of this Agency. Our job is to prove these contentions.

4. I think the best way of attacking the problem is by asking each of you to resubmit your thoughts as to where reductions might be made. I hope you will consider both your own areas and also those activities which cut across the Directorate lines.

5. In order to stay way from quotas, I ask that each of you make a real effort to provide answers to the questions on the first sheet of this package. Attached is a first set of questions which each Directorate is asked to address. In addition, there are attached

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questions designed to direct your attention to specific areas in your organizations which seem to me to need review. You may or may not agree with my choices, but I ask that you look at these matters.

6. This is an important exercise. The decisions finally made on personnel will also affect the dollar changes we have to make both this year and next. Some of these decisions could also change the way we go about our business. I would like to have your replies by close of business 22 December.



W. E. Colby  
Executive Director-Comptroller

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Attachments:

Personnel Reduction Exercise - Questions for all Directorates  
Individual Directorate Matters

Attachment 1

Personnel Reduction Exercise

Questions to be addressed by each Directorate

1. Which activities warrant reduction or termination because of low priority or low productivity? Describe why; staff positions to be saved; the time period necessary to make the reduction; and any issues which need resolution before the reduction can take place.
2. What personnel savings could be accomplished by reorganizations and consolidation of activities? Describe how; staff positions to be saved; the time period necessary to make the savings; and any issues which need resolution before the reductions can take place.
3. What personnel savings could be accomplished by additional capital investment (mechanization) or other management improvements? Describe how; staff positions to be saved; the time period and additional funds necessary to make the reductions; and any issues which need resolution before the reductions can take place.
- 99 4. Based on your own estimates of attrition, estimate your year end on-duty strength for FY 73 and FY 74 by office. Describe any area where personnel savings could be made without a serious loss of effectiveness by a freeze or slowdown on recruiting.
5. All questions should be addressed as applying to the period from 31 December 1972 to 30 June 1974.

Personnel Reduction Exercise

Support Directorate Matters

1. Can we find ways of maintaining security with fewer people? Would mechanization help?

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2. Do we need all the supervisory positions in the Office of Security?

3. Can't we find a way [REDACTED] without using staff positions?

4. Can the Training staff be reduced?

5. Can the Logistics staff be reduced? Would new techniques help?

6. Can we speed up the eventual planned personnel saving in the Office of Communications? If so, how?

7. Can we do anything to cut down or control the Commo workload?

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9. Should we recentralize Support functions? Would it result in a savings?

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11. Can we get greater other agency contributions to the ACM training program?

12. Could we consolidate courier systems, communications systems, security systems?

13. Could the Office of Finance do with less superstructure?  
Could some finance divisions be consolidated? Are mechanical  
aids being used to maximum advantage?

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14. Would a purge of inventory lessen the need for Logistics  
personnel?

15. Could we phase [REDACTED] down or out?

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16. Should we consolidate [REDACTED] Would it  
save personnel?

17. Can we save any positions in the Cable Secretariat?

18. Should we merge the agent and short-range commo  
responsibilities of TSD and O/C?

19. Should we merge OC/SPD with Staff D?